

III. RECOMMENDATIONS

The MLK @ Holly Street Residential Urban Village Plan contains a broad range of recommendations. All of the recommendations are based upon and implement the Goals and Policies. However, it is important to note that while the Goals and Policies are organized according to the Key Planning Issues, the Plan Recommendations utilize a different organizing principle.

The Plan Recommendations are project level activities. For this reason, many recommendations address more than a single Key Planning Issue, satisfy several Goals and Policies, or are interrelated components of a larger project. Therefore, the recommendations have been organized into functional groupings of activities.

Consistent with Neighborhood Planning Office guidelines, the MLK @ Holly Street Residential Urban Village Plan contains two general categories of recommendations:

1. Key Integrated Strategies: These recommendations are not single projects that stand alone, but rather groupings of activities that respond to complex, interrelated quality of life issues. The planning process has identified the focus areas of highest priority to the MLK @ Holly Street community and presents two (2) groups of integrated recommendations as a response.

The Plan contains two (2) Key Integrated Strategies: Improved Public Safety and a Mixed Use Town Center. These integrated recommendations are catalysts for the success of the Residential Urban Village Plan to implement the vision of the community. Because of the complexity of these focus areas, these strategies contain several functional components.

2. Recommendation Clusters: The Recommendation Clusters are comprised of a series of functional components to address specific issues within the MLK @ Holly Street community. Each component contains several recommended activities that have been developed to respond to issues and opportunities identified through the planning process. The recommended activities within these components can be further broken down into the following hierarchy:

- . Specific Activities for Near Term Implementation: These are recommendations “” for discrete activities to be implemented within one to five years. Although these activities are not part of the Key Integrated Strategies, many are high priorities to the community and are vital to the success of the Plan. Although implementation is not guaranteed or automatic, they may be implemented through existing programs by the City, agencies, or community organizations.
- Activities for Long Term Implementation: These are ideas for future consideration by City departments, agencies, and community organizations. These activities involve significant technical considerations, policy implications,

or funding challenges. As a result, stewardship mechanisms, feasibility assessments, or additional analyses must be developed at a future time before implementation can be considered.

Each category of the Plan Recommendations includes a discussion of the planning background that guided the development of the recommended activities. This discussion is intended to summarize the existing conditions and planning issues that were identified by the community during the planning process.

Additionally, supporting analysis and detailed descriptions of the recommended activities is provided for each functional component of the Plan Recommendations. This includes a brief implementation strategy that explains the interrelationships between the recommended activities.

It is important to note that in order to conserve resources in the planning process, higher priority Plan Recommendations received more significant analysis. As a result, these higher priority Plan Recommendations are discussed in greater detail than others.

Finally, the recommended activities are presented in a matrix describing the implementors, estimated cost, and a time frame for implementation. Please note that the timeframe for implementation refers to the amount of time from City Council adoption of the Plan to begin implementation. It does not refer to the amount of time that will be required to complete the recommended activity.

Included with the timeframe for implementation is an acronym that indicates the category of recommendation for the activity. The acronyms are as follows: Key Integrated Strategy (ICE); Specific Activity for Near Term Implementation (SANTI); or, Activity for Long Term Implementation (ALTI). This assignment of acronyms is intended to allow for simplified cross-referencing from the Plan to the Approval and Adoption Matrix, which summarizes the Plan Recommendations for review by City Departments.

The recommended activities are also assigned a letter and number code which corresponds to the Section of this Chapter where they are presented (i.e. B-8 is the eighth recommended activity of Section B: Mixed Used Use Town Center). This numbering system is intended to allow for simplified cross-referencing from the Approval and Adoption Matrix to the Plan.

A. KEY INTEGRATED STRATEGY #1: IMPROVED PUBLIC SAFETY

1. Planning Background

Throughout the planning process, the MLK @ Holly Street community identified the improvement of public safety as its highest priority.

The community supports a broad and comprehensive approach to public safety that focuses on pro-active strategies to give residents a stake in the process of reducing crime. Public safety is a community responsibility, not simply a police response. It begins with the simple acts of getting to know your neighbor, interacting in community forums, and fostering a low tolerance for crime.

An important component in the planning process was the participation of community police officers (CPOs) from the Seattle Police Department (SPD), who presented information regarding the community policing program. The SPD should be recognized for its substantive participation in the planning process.

A philosophy and not a specific tactic, community policing is a proactive, decentralized approach, designed to reduce crime, disorder, and by extension, fear of crime, by intensely involving the same officer in the same community on a long-term basis, so that residents will develop trust to cooperate with police by providing information and assistance to achieve those three crucial goals.

Community policing employs a variety of tactics, ranging from park and walk to foot patrol, to immerse the officer in the community, to encourage a two-way information flow so that the residents become the officer's eyes and ears on the streets helping to set departmental priorities and policies. In addition, the CPO then carries this information back to the rest of the department so that problems can be solved and the quality of life improved. Unlike police public relations programs, improved police/community relations is a welcomed by-product of this approach, not its primary goal.

Community policing seeks to intervene directly in the twin problems of crime and disorder in communities by direct involvement in the community. The CPO acts as a uniformed, permanent presence to deter crime, but equally as important, he or she also takes action with citizen assistance to resolve problems before they erupt as crime. The officer performs a myriad of services, from educating citizens on preventing crime and organizing neighborhood organizations to gathering information that leads directly to the apprehension of criminals. In addition, the CPO also targets specific populations for special attention, typically children, women, and the elderly. The officers' efforts have concrete impact on the day-to-day lives of community residents.

Community policing can also be distinguished from other forms of policing because it derives its priorities in part from community input. In addition, because physical and social disorder correlate highly with crime, the CPO also acts as the community facilitator in dealing with these problems. In the CPO's role as liaison, the officer acts as the community's link to public and private agencies, acting as an ombudsman to deal with neighborhood decay.

The issue of neighborhood decay and disorder is critical in the MLK @ Holly Street community. Many residents feel that existing property maintenance codes and civility laws are not enforced, which results in unsafe conditions at specific locations in the

commercial district along MLK Way South. Many of these locations involve alcohol sales and public intoxication.

The "broken window" theory suggests that neighborhood order strategies such as the following help to deter and reduce crime.

- . Quick replacement of broken windows;
- Prompt removal of abandoned vehicles;
- . Fast cleanup of illegally dumped items, litter and spilled garbage;
- Quick paint out of graffiti;
- . Finding (or building) better places for teens to gather than street corners;
- Fresh paint on buildings; and,
- . Clean sidewalks and street gutters.

In order to implement these strategies, the community proposes to develop partnerships with the Seattle Police Department, City Departments, agencies, business owners and residents to improve the physical condition of neighborhood public spaces, including streets, alleys, and sidewalks. To the greatest extent possible, these partnerships will take advantage of existing programs.

Ultimately, the community would like to encourage around-the-clock, high activity, pedestrian oriented land uses in the commercial district as a means of improving public safety. By improving and developing secure pedestrian linkages within the neighborhood, residents can increase community interaction and discourage public safety hazards, disorder and crime.

Many supporting strategies to alter the mix of land uses and the built environment are contained in the Mixed Use Town Center Key Integrated Strategy, the Commercial Area Revitalization Recommendation Cluster, and the Community Identity and Integration Recommendation Cluster.

2. Implementation Activities

The Improved Public Safety Key Integrated Strategy is comprised of 4 Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from three (3) months to one (1) year.

The following sections provide a discussion of the Components and Recommended Activities of the Improved Public Safety Key Integrated Strategy.

Seattle Police Department Service Delivery

"Because of funding and resource allocation issues, Seattle community police officers (CPOs) were temporarily reassigned to other duties for the summer of 1998. As

previously discussed, the CPOS assigned to the MLK @ Holly Street community were invaluable participants in the planning process. The Planning Association recommends that the Community Police Team be reinstated at the earliest opportunity to “continue to improve public safety in the Residential Urban Village.

In conjunction with the reinstatement of the Community Police Team, the community supports the development of police bike patrols. These patrols should focus on the commercial district along MLK Way South. The bike patrols will allow for a more personal and responsive police presence in the community, which increases the effectiveness of the officers. These officers should focus on issues of disorderly conduct, parking and traffic violations, and property maintenance.

The community supports the expansion of the nuisance abatement program to identify and remediate specific locations and issues of concern. This program allows residents to report incidence of repeated nuisances, which are documented and assessed by police. This documentation allows legal remediation that would otherwise not be possible.

However, many community members are unaware of this program and the effect it can have to improve public safety. Therefore, a community outreach and education program should be developed that will raise awareness of the provisions of this program and how it can be used to resolve public safety problems.

An additional strategy to increase the involvement of the police in the community is the expansion of the existing DHHS program to provide housing subsidies to police officers who live in the MLK @ Holly Street neighborhood. This strategy has been documented in other communities as an effective means of changing the perception of police officers from outsiders to neighborhood resources.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
A-1. Reinstatement Community Police Team.	SPD, City Council, Planning Association	6 months/ KIS	Budgetary implications of resource allocation currently being analyzed by SPD.
A-2. Develop police bike patrols throughout community.	SPD	6 months/ KIS	\$10,000 for equipment, training, and program development
A-3. Expand use of nuisance abatement program.	SPD, Planning Association	6 months/ Krs	\$10,000 for community outreach and education.
A-4. Expand existing DHHS program to encourage police officers to purchase housing in the community	SPD, DHHS, Planning Association	1 year/ Krs	\$5,000 for marketing and outreach.

b. Community Partnerships with Seattle Police Department

The Block Watch Program is a tool that helps blocks to build community and solve neighborhood crime and disorder problems. The Block Watch Program is administered as a community partnership by the Community Crime Prevention Section of the Seattle Police Department.

Block Watch is neighbor helping neighbor. Households on a block form a communication chain aided by a block map of names, telephone numbers and addresses. They watch out for each others homes and report suspicious activities to the police and each other to reduce the likelihood of burglary and other crimes occurring on their street. The Block Watch Program has been so successful that it has been adapted to serve high rise and business districts as well.

Neighborhood Block Watch and Business Watch are already active in areas of the MLK @ Holly Street neighborhood. Apartment Watch is not currently utilized in the community.

However, because of the cultural diversity, low homeownership rate, and the transitory nature of the community, the Block Watch programs are not as widespread as in other neighborhoods. These programs should be expanded and developed through relatively low-cost community outreach and education programs

Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated Cost
A-5. Expand existing Neighborhood Block Watch programs.	SPD, Crime Prevention Council	3 months/ Krs	\$5,000 for community outreach and education.
A-6. Expand existing Business Watch program.	SPD, Merchants Association, SEED	3 months/ KIS	\$5,000 for community outreach and education.
A-7. Develop an Apartment Watch program for multi-family developments.	SPD, Property Owners, SEED, Seattle Neighborhood Group	6 months/ KIS	\$5,000 for community outreach and education.

c. Neighborhood Lighting

Community residents expressed the fact that while most areas of the neighborhood are relatively safe during the day, many areas are unsafe at night. Because of this fear for personal security, few people are willing to walk in or between residential or commercial areas. The resulting low level of pedestrian activity further reduces safety and security.

Significantly, many residents of Holly Park expressed the fact that they felt safe at night because they knew their neighbors and the streets and sidewalks were well lit.

The community supports the improvement of neighborhood lighting throughout the residential areas through the implementation of the City Light Neighborhood Power Project. This program performs community outreach and education to improve residential security through lighting and other strategies. City Light should be recognized for their active and substantive participation throughout the planning process.

Although MLK Way South and Othello Street are well lit, the scale of the street lighting is not in scale with pedestrian uses. Because the street lighting is designed for cars, it does not adequately illuminate the sidewalks in the commercial districts. Additionally, the existing street lighting does not illuminate adjacent publicly accessible open spaces, such as driveway s, parking lots, or yards. This does not contribute to pedestrian safety or personal security.

The community supports the improvement of pedestrian scale lighting in the commercial areas to correct these public safety deficiencies. To distinguish the pedestrian network and to create a safe pedestrian environment, it is recommended that twelve (12) to fourteen (14) foot light standards be utilized in these areas.

A potential funding source for these pedestrian scale lighting improvements that should be reexplored is the Neighborhood Revitalization Strategy (NRS). The NRS is currently under development by the Seattle Office of Economic Development. The NRS are outcome based strategies to allocate Community Development Block Grant funds to develop and implement comprehensive economic empowerment actions within Southeast Seattle. The development and improvement of pedestrian scale lighting is consistent with the Urban Neighborhood Health and Safety Strategy of the NRS.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
A-8. Implement City Light Neighborhood Power residential security lighting program.	City Light, Planning Association,	3 months/ KIS	\$25,000
A-9. Improve pedestrian scale street lighting in commercial areas along MLK Way South and Othello Street.	SEATRAN, City Light, Potential LID	1 year/ Kis	\$40,000

d. Neighborhood Order Programs

Residents of the MLK @ Holly Street neighborhood expressed frustration with issues of neighborhood decay and disorder. Unmaintained property, litter, public intoxication, illegal parking, graffiti, and zoning code violations are in themselves significant adverse impacts to the quality of life in the community. As discussed above, these issues have also been documented to correlate highly with crime.

Litter in the MLK @ Holly Street neighborhood is predominantly discarded trash, such as fast food containers, rather than household goods, illegally dumped materials or junked

cars. The litter is concentrated along arterial streets in the commercial district. Regular maintenance of this area would alleviate this issue.

Bus stops were identified as areas with significant litter problems. While trash receptacles are provided by Metro, residents indicated that these receptacles were not picked up with sufficient frequency. Expansion of the existing bus stop maintenance program is recommended to correct this issue.

The community supports partnerships and education programs with business owners to sponsor regular clean-ups of commercial areas, including paint-outs of graffiti. However, business owners must recognize and accept that they are legally responsible for maintenance of their property, including sidewalk repair, trash pick-up and recycling. This is an important component of commercial area revitalization and could potentially be included in the implementation of the Main Street Program, which is recommended below (See Recommendation C-8).

Sidewalk repair and litter are also issues in residential areas of the neighborhood. Outreach programs should be implemented in residential areas regarding property maintenance, recycling, and environmental education. In order to be effective in this community, these programs will have to address issues of cultural and linguistic diversity.

In addition to sponsoring paint-outs of graffiti, the community supports the development of a mural project for youth. This program, modeled after the SODO Urban Art Corridor, would work with property owners to identify legal walls for painting, to design murals, and to install them. By providing a creative outlet and mentors for youth, similar programs have been documented as significant in reducing graffiti.

Public intoxication and sale of alcohol to minors are significant issues in the commercial district and are well documented in the community as encouraging crime, including shootings, DUIs, and assaults. The Chronic Public Inebriation program is a comprehensive approach to this issue that addresses product availability, law enforcement, human services, and housing. It has been successfully implemented in Pioneer Square, and the community supports its expansion to MLK @ Holly Street.

Weed and Seed is a cooperative effort of multi-jurisdictional public and private resources to reduce crime and preserve and restore the neighborhood in a specific target area. The MLK @ Holly Street neighborhood recently received a grant to implement this program. The goal of the program is to "weed out" crime within an area and then "seed" the area with a wide range of crime and drug prevention programs and human service agency resources to prevent crime from reoccurring. The community supports the expansion of this program through community outreach and education.

Recommended Activity	Implementors)	Time Frame/ Category	Estimated Cost
A-10. Expand Metro bus stop clean-up and maintenance programs.	Metro	3 months/ Krs	\$10,000
A-11. Develop partnerships with Holly Park Merchants Association for regular clean-ups and graffiti paint-outs of commercial areas.	Planning Association, Merchants Association	3 months/ Krs	\$2,500 for staff/liaison costs.
A-12. Implement King County Health Department Chronic Public Intoxication Program.	DHHS, King Co. Health Dept.	6 months/ KIS	\$5,000 for staff/liaison costs.
A-13. Develop residential and commercial recycling education programs that reflect the diversity of the community.	Seattle Public Utilities	6 months/ Krs	\$25,000 for program development and community outreach.
A-14. Develop education program regarding property owner requirements for sidewalk maintenance in residential areas.	Planning Association, SEATLAN, DCLU	6 months/ KIS	\$7,500 for staff costs.
A-15. Develop education programs for businesses regarding property maintenance requirements, including sidewalk maintenance and repair.	DCLU, SEED, Chamber, Merchants Association	6 months/ Krs	\$5,000 for staff/liaison costs.
A-16. Expand zoning code enforcement activities.	DCLU, Planning Association	6 months/ KIS	\$10,000 for portion of staff costs,
A-17. Develop a mural program for youth to reduce graffiti.	Planning Association, Street Smart Art, Solid Waste Utility, Merchants Association	1 year/ Krs	\$20,000 for staff costs
A-18. Expand existing Weed and Seed programs.	Weed and Seed, SPD	1 year/ KIS	\$10,000 for community outreach and education.

B. KEY INTEGRATED STRATEGY #2: MIXED USE TOWN CENTER

1. Planning Background

The creation of the Regional Transportation Authority (RTA) was approved by referendum in November, 1996. The goal of this organization is to develop an integrated public light rail transportation system throughout the greater Seattle metropolitan region. Subsequent to the referendum, the RTA organization became known as Sound Transit.

As of the writing of this Plan, Sound Transit is in the process of analyzing and developing its final alignment for environmental and feasibility analysis. In the area of the MLK @ Holly Street Residential Urban Village, the following two alignments are under consideration:

1. The first alternative runs either on or above MLK Way South to the Boeing Access Road at I-5, stopping at either South Alaska or South Edmonds Streets, South Othello, and South Henderson Streets.
2. The second alternative follows a route a half-block west of Rainier Avenue to Columbia City along an existing alleyway and private right-of-way. From Columbia City, this route would head west on South Alaska Street to MLK Way South and head south on the surface to Boeing Access Road, with stops at South Graham, South Othello, and South Henderson Streets.

Either of these alignments would provide a station location in the Residential Urban Village at the intersection of MLK Way South and South Othello Street.

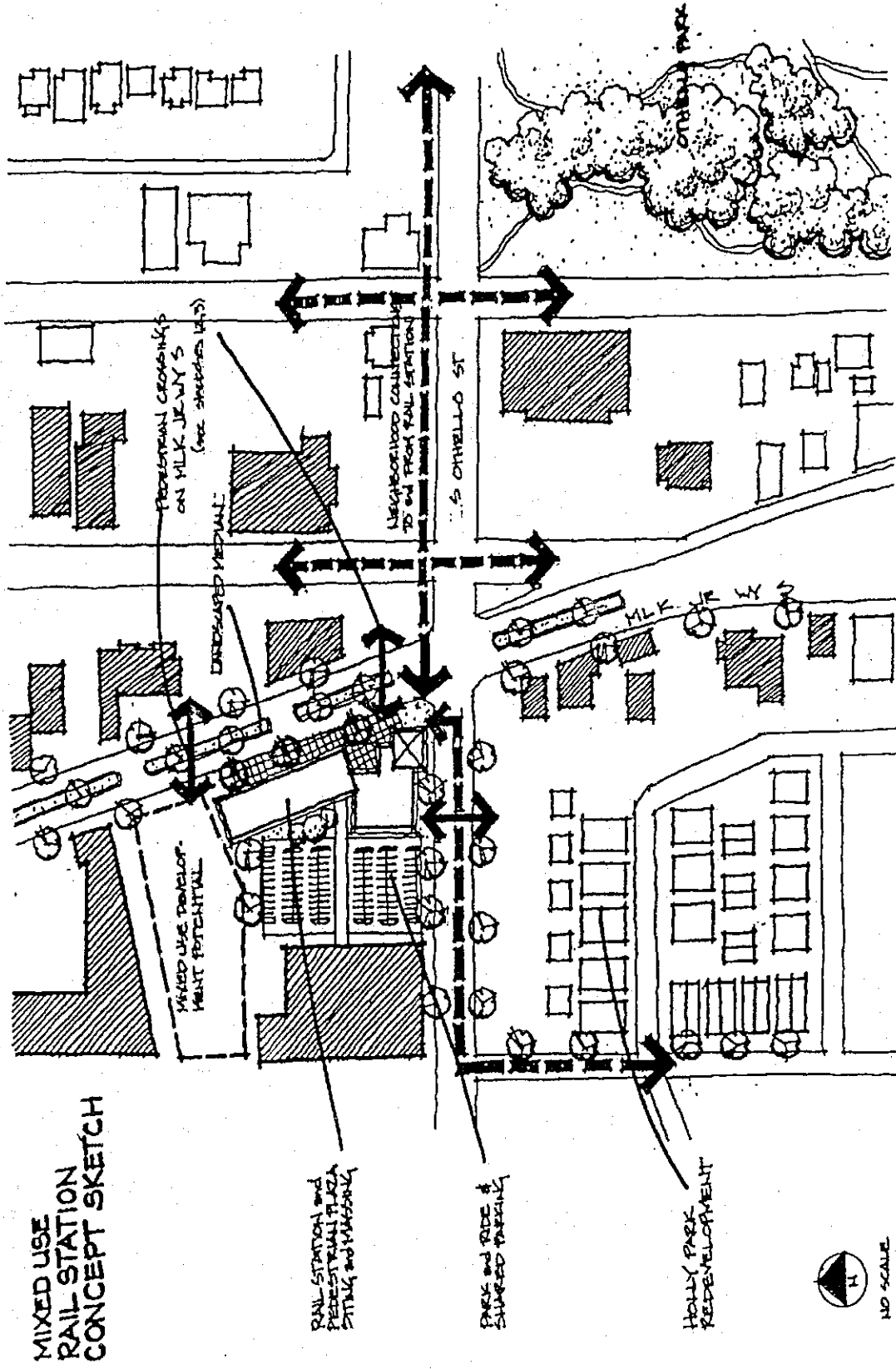
Throughout the planning process, there was strong support for this location to serve the community. The station will offer tremendous benefits to the neighborhood as a transportation link, providing personal mobility to employment opportunities in other areas of the Seattle metropolitan region.

However, the community also strongly supports the development of a transit station that provides the opportunity for higher density, mixed uses that can foster a pedestrian oriented environment and economic development in the commercial district along MLK Way South.

As discussed in the Introduction Chapter, the MLK @ Holly Street Residential Urban Village is not an "organic" neighborhood that has a traditional, pedestrian oriented commercial core. The commercial district along MLK Way South is predominantly automobile oriented, with limited pedestrian amenities and poor pedestrian connections to the residential areas of the neighborhood. The commercial core is the hole in the Urban Village "doughnut."

The Sound Transit Station represents the opportunity to create a sense of place and an identifiable core while preserving the fragile diversity that makes it unique. The Mixed Use Town Center is the realization of this opportunity and, in this sense, a true Key Integrated Strategy for the Residential Urban Village Plan.

As illustrated in Figure III-1, the Mixed Use Town Center should serve to densify uses at the intersection of MLK and Othello. This densification should avoid the current "strip" pattern that dominates the commercial district in favor of a pedestrian oriented shopping environment. Examples that community members used to describe the Town Center included Broadway and University Village.



Center Concept Sketch

Figure III-1:

Using these areas as a model, the community expressed tremendous desire to work to remedy the existing retail and commercial deficiencies of the neighborhood by encouraging particular uses in the Town Center and its associated development. These desired uses include a grocery store, movie theater, bakery, bookstore, restaurants, and coffee shops. The community also supported the development of a community plaza as part of the Town Center. All of these uses are high traffic, round-the-clock facilities that encourage pedestrian activity and community interaction. ”

The Town Center should respect the existing residential character of the area and foster residential development that supports transit use and creates a high activity pedestrian environment. Ground floor commercial uses with second and third story residential uses was the preferred configuration of the Town Center and associated development.

Capitalizing on the potential for economic development is extremely important to the community. Strong support was voiced for locally owned small businesses rather than franchises or chain stores. As with new residential development in the neighborhood, community members want to avoid displacement of existing business, particularly those that contribute to the rich cultural diversity to the area. The community plaza could also foster economic development as an outdoor market for goods produced by local cottage industries.

One idea to accommodate new businesses while avoiding displacement was to develop a comprehensive approach to the business mix in the Town Center, similar to a mall. This would allow for the development of several large, “anchor” tenants to address the current deficiencies of the community, but provide for smaller retail spaces for local businesses.

Consistent with the discussion above regarding Public Safety, there were significant concerns expressed regarding the need for personal security at the Town Center. The community recognized the fact that the Town Center will be the gateway to the Urban Village and that it will form the initial impression of the community for visitors. Because public transit ridership is significant by the elderly and youth, particular safeguards will have to be taken for these groups.

As indicated in Figure III-1, if the Town Center is to be successful in the MLK @ Holly Street neighborhood, access to the station will have to be improved from the surrounding community. These improved connections should include pedestrian and non-motorized transportation infrastructure improvements, including sidewalks, bike lanes, and streetscape improvements.

Figure III-2 illustrates that, depending on the grade profile and alignment of the light rail system, different streetscape improvements will be necessary.”

If an elevated grade profile and alignment is selected, a pedestrian bridge could enhance connectivity and improve pedestrian safety. If the station is at grade, streetscape improvements could include a curb pull-out for buses, a pedestrian crosswalk, and a landscaped median to calm traffic. If the station is underground, streetscape improvements could include a curb pull-out for buses, a pedestrian crosswalk, a landscaped median to calm traffic, and a mixed-use/pedestrian plaza,

Additionally, physical connections to adjacent communities in Southeast Seattle should be provided to increase ridership and expand the target market for the Town Center.

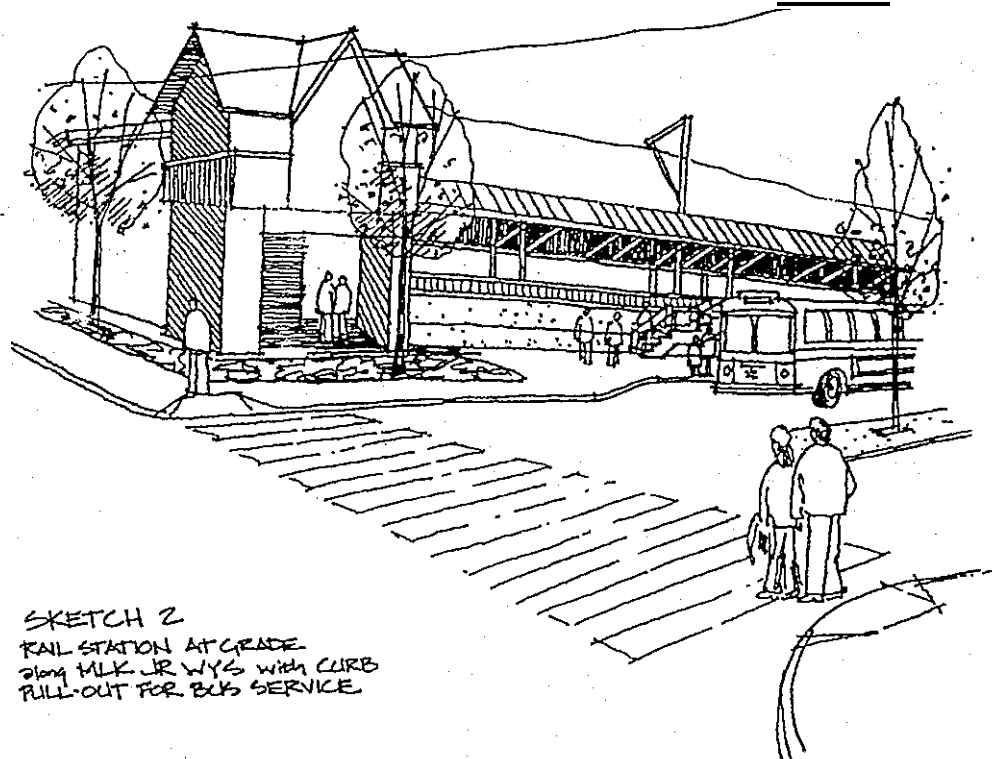
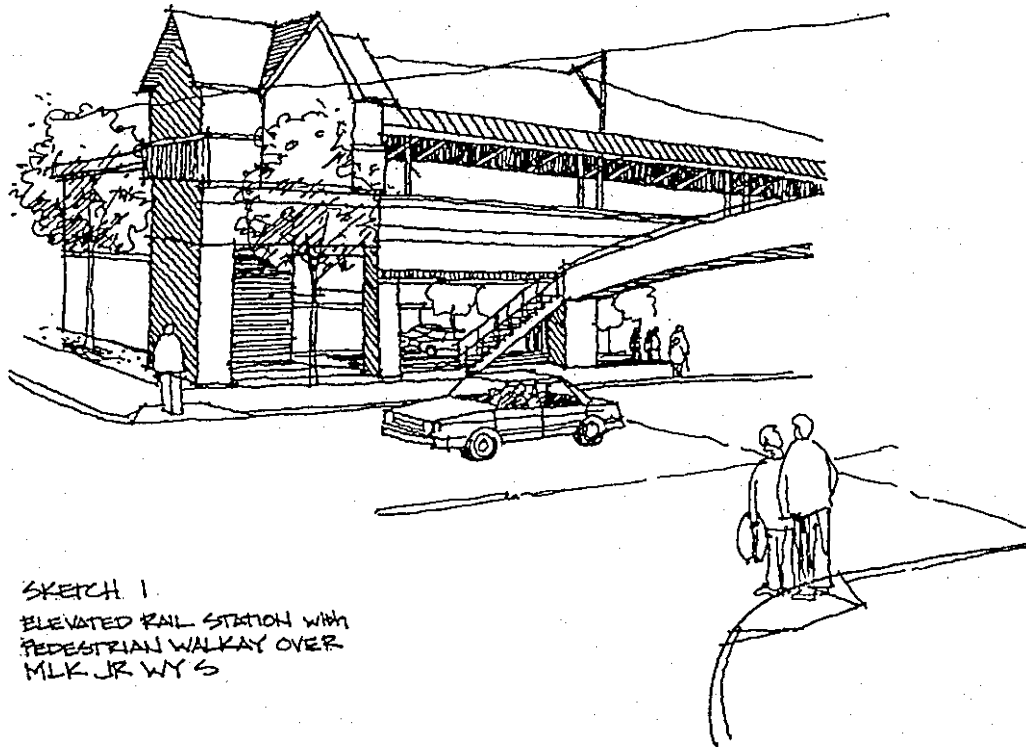


Figure III-2: Streetscape Views of Alternative Rail Station Configurations

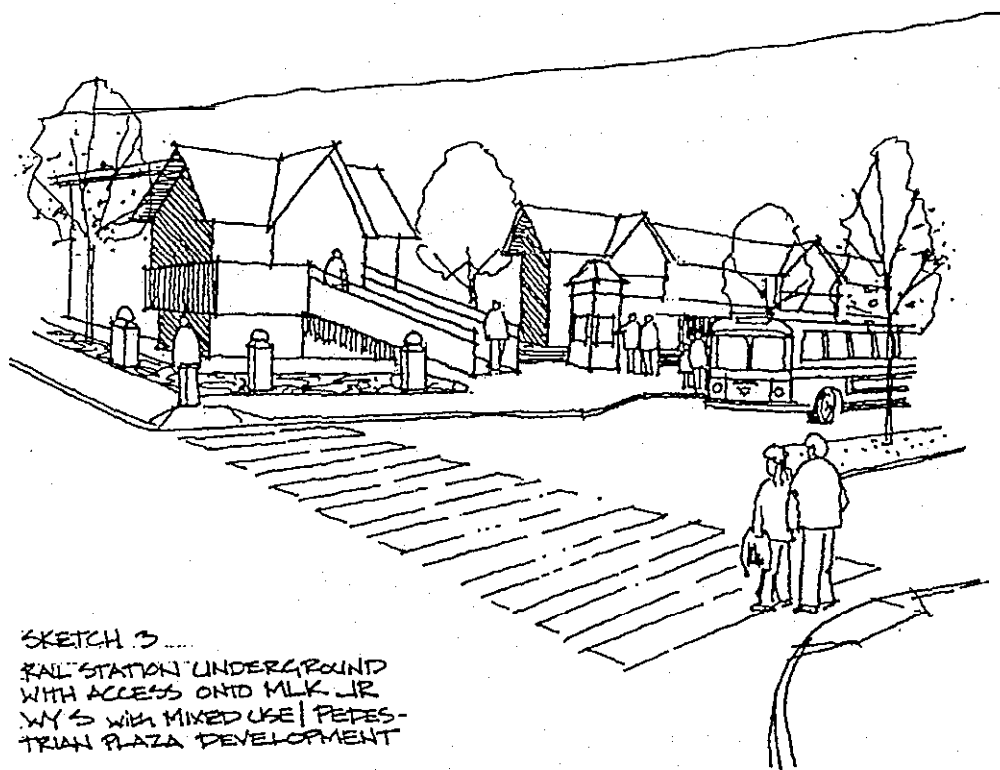


Figure III-2 (Continued): Streetscape Views of Alternative Rail Station Configurations

The desired mix of land uses should be encouraged through programmatic incentives including refinement of existing zoning designations, potential rezones, tax incentives, below market rate financing, SEPA Planned Action review, and expedited project review.

However, in return for these incentives, the community has high expectations for *environmental* mitigations and quality design. The development of a light rail station was not anticipated by the Comprehensive Plan, and as a result, could cause adverse impacts that must be fully mitigated. These impacts can be mitigated through infrastructure mitigations and quality design that incorporates pedestrian orientation, appropriate mass and bulk, high degrees of facade transparency, and community amenities.

However, it is important to note that, at the writing of this Plan, Sound Transit has *only* begun the preliminary phases of the station area planning process. The Draft Environmental Impact Statement (DEIS) and Conceptual Design, which will define the preliminary route, profile and station location alternatives, is scheduled to be completed in the Fall, 1998. The Final Environmental Impact Statement (FEIS), which will identify the preferred route and specific station design and mitigation techniques, is scheduled for completion in Spring, 2000. Development of the light rail system is anticipated to begin in 2001.

Given the amount of analysis to be performed and the current conditions of uncertainty, many of these Plan Recommendations are intended to serve as placeholders for subsequent station area planning processes. Much of the supporting detail and analysis to determine the feasibility

and design of these recommendations will be generated during these subsequent planning processes. One of the primary purposes of this Key Integrated Strategy is to ensure that community objectives are factored into the decision making process.

Many supporting strategies to alter the configuration and design of the commercial district and improve physical connections within the community are addressed in the Commercial Area Revitalization Recommendation Cluster and the Community Identity and Integration Recommendation Cluster.

2. Implementation Activities

The Mixed Use Town Center Integrated Strategy is comprised of three (3) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from three (3) months to greater than five (5) years.

The following sections provide a discussion of the Components and Recommended Activities of the Mixed Use Town Center Key Integrated Strategy.

a. Mitigate Adverse Environmental Impacts

The Comprehensive Plan Environmental Impact Statement did not assess the impacts of the development of a Light Rail Station in the MLK @ Holly Street Residential Urban Village. Therefore, Sound Transit is developing an Environmental Impact Statement to assess any potential significant adverse impacts.

The community supports the development of a Light Rail Station provided the development fully mitigates all environmental impacts. Of particular concern to the community are potential significant adverse land use, aesthetic, transportation, capital facilities, and public services impacts..

Consistent with City of Seattle environmental review procedures, impacts regarding land use and aesthetic impacts shall be presumed to be sufficiently mitigated through adopted regulations. As such, regulator issues are discussed in further detail below in the Incentives for Town Center Development component of this Key Integrated Strategy.

However, the community has concerns regarding the infrastructure impacts of the Light Rail Station and associated Town Center development. Therefore, the community recommends that the impacts to the water, sewer, and wastewater systems in the Urban Village be fully assessed to ensure sufficient capacity to support this development.

The community also recommends a complete evaluation of the impacts of the Light Rail Station and associated Town Center development on arterial streets in the Urban Village to ensure that level of service standards will remain within adopted parameters. While the north-south alignment should alleviate traffic flows on MLK Way South, the impacts on east-west connections is unclear, particularly for peak hour commuter traffic.

Significant amounts of parking in the area of the light rail station will not be compatible with the recommended pedestrian orientation of the Mixed Use Town Center. In order to reduce the need for automobile parking, it will be necessary to coordinate the public transit services of Sound Transit and Metro. This may also serve to mitigate traffic impacts on east-west arterials during peak hours.

An additional recommendation for the mitigation for parking impacts is the development of an on-street Residential Parking Zone system for residential areas within a *one* mile radius of the Light Rail Station. This will help to mitigate the traffic and parking impacts associated with commuters driving to use the light rail system. It is important to note that this proposed one mile radius may extend beyond the boundaries of the Urban Village.

Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated Cost
B-1. Evaluate adequacy of infrastructure relative to future development of light rail station and associated transit oriented town center development.	SEATLAN, Sound Transit, Seattle Public Utilities	6 months/ KIS	Component of Sound Transit Environmental Review.
B-2. Evaluate future conditions of arterial streets relative to development of light rail station.	SEATLAN	6 months/ KIS	Component of Sound Transit Environmental Review.
B-3. Coordinate public transit modes to minimize parking impacts.	Metro. Sound Transit	3 years/ KIS	Sound Transit mitigation.
B-4. Develop Residential Parking Zone programs to mitigate parking impacts of light rail station.	SEATLAN, Planning Association	4 years/ Krs	Sound Transit mitigation.

b. Access to Town Center

In order to support transit use in the Urban Village, non-motorized connections will have to be improved to link the Light Rail Station to the surrounding community, as indicated above in Figure ID-1. The existing pedestrian network is in poor repair in many areas and missing altogether in places. An inventory of existing pedestrian facilities and development of a non-motorized circulation plan is recommended to plan and develop the necessary improvements.

These pedestrian connections are of particular importance to the success of the Holly Park Redevelopment and its integration into the Urban Village. Pedestrian and bicycle connections along Othello and Holly Streets are recommended to connect Holly Park, Van Asselt Community Center, Othello Park and the Town Center. Additional physical connections should be made to Brighton Playfield and Sharples School.

Because most of the multi-family zones in the Urban Village are parallel to MLK Way South, separated by a commercial strip, it is recommended that these areas be linked to the pedestrian network along the commercial district.

The streetscape along MLK Way South should be improved in order to facilitate mixed-use transit oriented development in the area of the Town Center and Light Rail Station. Potential streetscape improvements include street trees; furniture; trash receptacles; pedestrian scale lighting; and, urban design features such as pavers, pocket parks, and public art.

A potential funding source for pedestrian connections and streetscape improvements that should be explored is the Neighborhood Revitalization Strategy (NRS), which is discussed above. The development and improvement of pedestrian connections and streetscape improvements in the area of light rail stations is consistent with the Urban Village and Land Use Strategy of the NRS.

MLK Way South carries significant peak hour traffic volumes and is documented as having a high accident rate in the area south of Atlantic Street to South 104th Place. Between 1992 and 1996, there were 1,109 injury car accidents, 74 pedestrian accidents, and 11 accidents involving bicyclists on this stretch. As densities and pedestrian activity increase along MLK Way South in the Urban Village, it is anticipated that these conditions will create significant public safety hazards.

Therefore, in addition to streetscape improvements, it is strongly recommended that crosswalks and a landscaped median be provided as indicated in Figures III-1 and III-2 to calm traffic in the area of the Town Center and Light Rail Station.

The community recognizes the opportunity to create a neighborhood center and gateway for the Urban Village with the development of the Mixed Use Town Center. Currently, community facilities and public open spaces are limited in the neighborhood due to poor pedestrian connectivity and public safety issues. Therefore, to better incorporate the Town Center into the fabric of community life, it is recommended that the design include a community plaza. The plaza could be utilized by shops or restaurants in the Town Center; the space could be used for a farmers' market or local craftspeople; or, community events could be held there.

Additionally, because of the high pedestrian and commuter traffic at the Rail Station, it is recommended that an information kiosk be developed in the Town Center to allow for community news and event information to be disseminated.

An analysis is recommended to determine if a P2 pedestrian overlay zone is appropriate in the area of the Light Rail Station to support mixed use development. A P2 zone preserves and encourages a pedestrian oriented shopping area where non-auto modes of transportation within the area are strongly favored, but where lower surrounding residential densities are less supportive of non-auto modes. In this zone, street level uses are restricted to pedestrian friendly commercial uses that have the potential to animate the sidewalk environment, and drive in or drive through businesses are prohibited.

This analysis should evaluate the area at the intersection of MLK Way South and South Othello St. This area has been identified by the community as the preferred area for a Town Center

Development. Additionally, the analysis should include extensive assessment of potential impacts of this overlay zone on existing businesses in this area of the commercial district.

Non-motorized connections should also be established to link the MLK @ Holly Street Urban Village with other urban villages in Southeast Seattle, including Columbia City and Rainier Beach. This recommendation inconsistent with the criteria of the Comprehensive Plan and would support compatible regional development.

Recommended Activity		Implementors	Time Frame/ Category	Estimated Cost
B-5,	Require bicycle parking areas for transit oriented development.	DCLU	1 year/ Kfs	Component of Transit Station Land Use Code development.
B-6,	Evaluate the establishment of a P2 overlay for the area surrounding the Town Center at the intersection of MLK Way South and South Othello Street.	Planning Association, DCLU, SEATRAN, Sound Transit	2 years/ KIS	\$10,000 for staff/consultant costs.
B-7.	Inventory, plan and develop pedestrian and bike path connections between Sound Transit light rail station and Holly Park, multi-family zones, Othello Park, Van Asselt Community Center, Brighton Playfield and Sharples School.	SEATRAN, Sound Transit, SHA	3 yearn for planning; 5 years for development/ KIS	Sound Transit mitigation. Neighborhood Revitalization Strategies.
B-8.	Plan and develop streetscape improvement program along MLK Way South in the area of the Town Center to improve non-motorized access and the pedestrian environment.	SEATRAN, Sound Transit, Merchants Association, SEED	3 yearn for planning; 5 years for development KIS	Sound Transit mitigation.
B-9.	Plan and develop traffic calming strategies for MLK Way South and South Othello Street, including a landscaped median and crosswalks, in the area of the Town Center.	Planning Association, SEATRAN, Sound Transit	3 years for planning, 5 years for development KIS	Sound Transit mitigation
B-10,	Develop a community plaza as part of the light rail station,	Planning Association, Sound Transit, DoN, OED, Parks	4 years: Concurrent w/ transit station development KIS	\$150,000
B-11.	Develop community information kiosk in Sound Transit station.	Planning Association, Sound Transit, DoN	4 years: Concurrent w/ transit station development/ Kfs	\$2,500
B-12.	Plan and develop non-motorized and public transit connections to neighboring Urban Villages, including Columbia City and Rainier Beach,	SEATRAN, Metro, Sound Transit	3 years for planning; 5 years for development KIS	Sound Transit mitigation.

c. Incentives for Town Center Development

The community recognizes the need to provide a package of incentives to attract developers to implement the Mixed Use Town Center. These incentives range from zoning provisions to expedited review processes to tax abatement to property assembly.

The initial step in developing this package of incentives is the assembly of a development team to oversee the Mixed Use Town Center project. This will require the participation of a broad range of stakeholders and technical resources, including representatives from the Planning Association, Sound Transit, SEED, Holly Park Redevelopment, City Departments, and private developers. It is recommended that this development team be assembled at the earliest opportunity to begin the planning, financing and development process.

Both SEED and Holly Park Redevelopment were active participants in the planning process and should be recognized for their substantive contribution to the Mixed Use Town Center Strategy and other plan recommendations.

Many of the recommendations regarding the incentives for a Mixed Use Town Center are policy oriented and must be implemented programmatically. These include the following:

- SEPA Planned Action provisions, which are intended to obtain upfront local legislative approval to a given development proposal and to reduce or eliminate subsequent environmental review.
- Zoning Incentives, including, but not limited to, the following: higher floor area ratios, higher densities, priority processing of transit oriented development permit applications, reduction of parking ratios, and bonuses for pedestrian oriented design.
- "Property Tax Exemptions" or Abatements, some of which could be implemented locally, while others could require approval by the State Legislature.

The community supports evaluation of all these tools as a means of encouraging appropriate mixed-use, transit and pedestrian oriented development in the area of the Sound Transit Light Rail Station. For example, DHHS and the Strategic Planning Office are in the process of developing a tax abatement program for new apartments or condominiums with four or more units that could potentially be put into place in the Urban Village.

Clearly, significant subsequent analysis will have to be performed by the City to determine the land use, environmental, and financial policy implications of these incentives.

An additional responsibility of the development team will be to assess the need for a potential rezone in the area at the intersection of MLK Way South and South Othello St. This area has been identified by the community as the preferred area for a Town Center Development. The objective of the potential rezone is to accommodate mixed use, pedestrian oriented development that is incompatible with the light rail station. Particular care should be given in

this analysis to assess the impacts to existing business in the *area and* surrounding residential land uses.

The development team should also take lead responsibility for assembling large parcels along MLK Way for the development of mixed use projects that are pedestrian oriented and support transit use.

The community also supports the continued refinement of a regional economic development plan for Southeast Seattle. This plan would continue the efforts of the Southeast Seattle Action Plan, which was initially developed in 1991 and updated in 1994 as the Southeast Seattle Overall Economic Development Program. This plan is currently being updated as the Southeast Seattle Neighborhood Revitalization Strategies (NRS) by the Seattle Office of Economic Development.

The NRS are outcome based strategies to provide greater flexibility in the allocation of Community Development Block Grant funds to develop and implement comprehensive economic empowerment actions within Southeast Seattle. The community supports the NRS and recommends that it be regularly updated to ensure compatibility of the economic development strategies of Southeast Seattle Urban Villages. This compatibility is essential to ensure that Southeast Seattle Urban Villages do not compete for limited economic development resources during light rail station area planning processes.

Recommended Activity	Implementors	Time Frame/Category	Estimated Cost
B-13. Assemble a development team, secure financial resources, and identify appropriate property to build a mixed use, transit oriented town center.	Planning Association, Sound Transit, SEED, SHA, OED, SPO, Private Developer	3 months/ KIS	\$50,000 for staff/liaison costs
B-14. Complete SEPA Planned Action review of transit oriented development associated with light rail station.	SPO, DCLU, Sound Transit	6 months/ KIS	Component of Sound Transit Station policy development.
B-15. Develop criteria for tax abatement program for transit oriented development.	SPO, OED, DHHS, SEED	6 months/ KIS	Component of Sound Transit Station policy development.
B-16. Develop criteria for expedited permitting process for transit oriented development.	DCLU	6 months/ KIS	Component of Transit Station Land Use Code development.
B-17. Refine NC zoning district development standards to provide incentives for transit oriented development.	DCLU	6 months/ KIS	Component of Transit Station Land Use Code development,

Recommended Activity	Implementors)	Time Frame/ Category	Estimated cost
B-18. Modify NC zoning so that development necessary for a transit station can be allowed as a conditional use.	DCLU	6 months/ KIS	Component of Transit Station Land Use Code development.
B-19. Evaluate rezoning the area of the intersection of MLK Way South and South Othello Street to encourage mixed-me, transit oriented development,	Planning Association, DCLU, SEATRAN, Sound Transit	,6 months/ KIS	Component of Sound Transit Station policy development.
B-20. Develop resources to assemble large parcels along MLK Way South for transit oriented development and regional retail and service uses.	OED, SEED, Sound Transit	1 year/ KIS	\$10,000 for staff/liaison costs .
B-21. Develop a regional economic development plan to address the regional economic development, encouraging compatibility and avoiding competition between Urban Villages in SE Seattle.	OED, DHHS, SEED, Chamber	2 years/ KIS	Component of Neighborhood Revitalization Strategies.

C. RECOMMENDATION CLUSTER #1: COMMERCIAL AREA REVITALIZATION

L Planning Background

Throughout the planning process, the community expressed strong support for enhanced and more complete commercial areas. As is illustrated in Figure III-3, the commercial district along MLK Way South is currently organized in a linear strip. Commercial buildings are typically set back from the street with parking lot access from MLK Way South. This configuration is primarily designed for automobile access, with few if any pedestrian amenities.

The existing configuration of commercial uses along MLK Way South is illustrated in Figure III-4. The majority of commercial uses are located at three major intersections along MLK Way South: at South Othello, Graham, and Juneau Streets. While these uses are in close physical proximity to each other, there is little or no relationship between the businesses.

Also illustrated in Figure III-4 is an alternative approach to organizing these commercial uses into “nodes” of activity. These nodes would allow for the development of physical and economic relationships between the business, such as shared property maintenance, parking, pedestrian amenities, and building renovation. Additionally, the creation of commercial nodes would allow for infill development of currently vacant parcels at the appropriate scale for adjacent commercial and residential uses.”

The community expressed strong preferences for a pedestrian oriented commercial district. As illustrated in Figure III-4, by creating nodes of commercial activity, it is possible to improve the physical pedestrian connections to residential areas. Streetscape concepts that were frequently noted included wider sidewalks, crosswalks, and bike lanes to improve access to businesses.

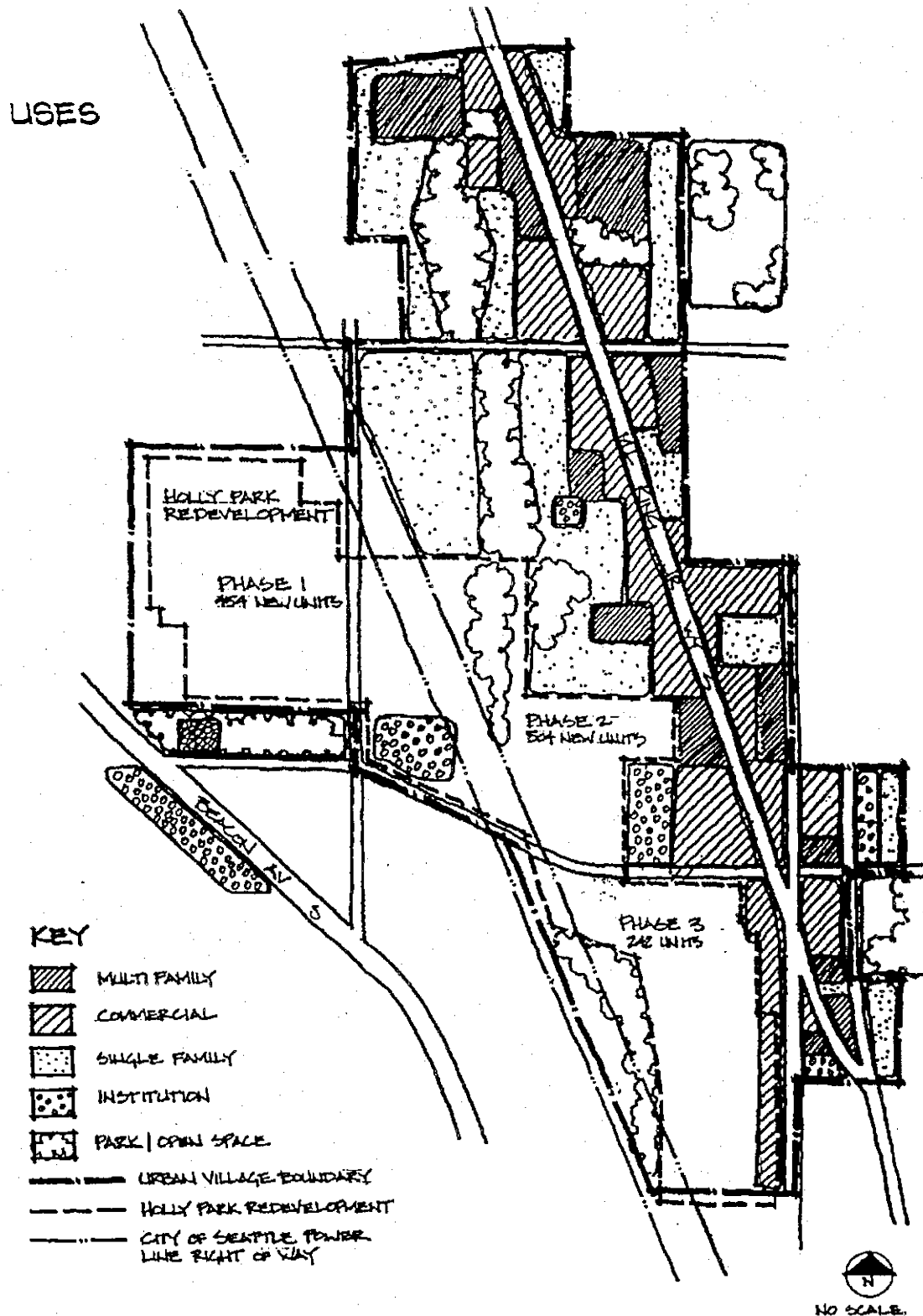


Figure III-3: Urban Village Land Uses

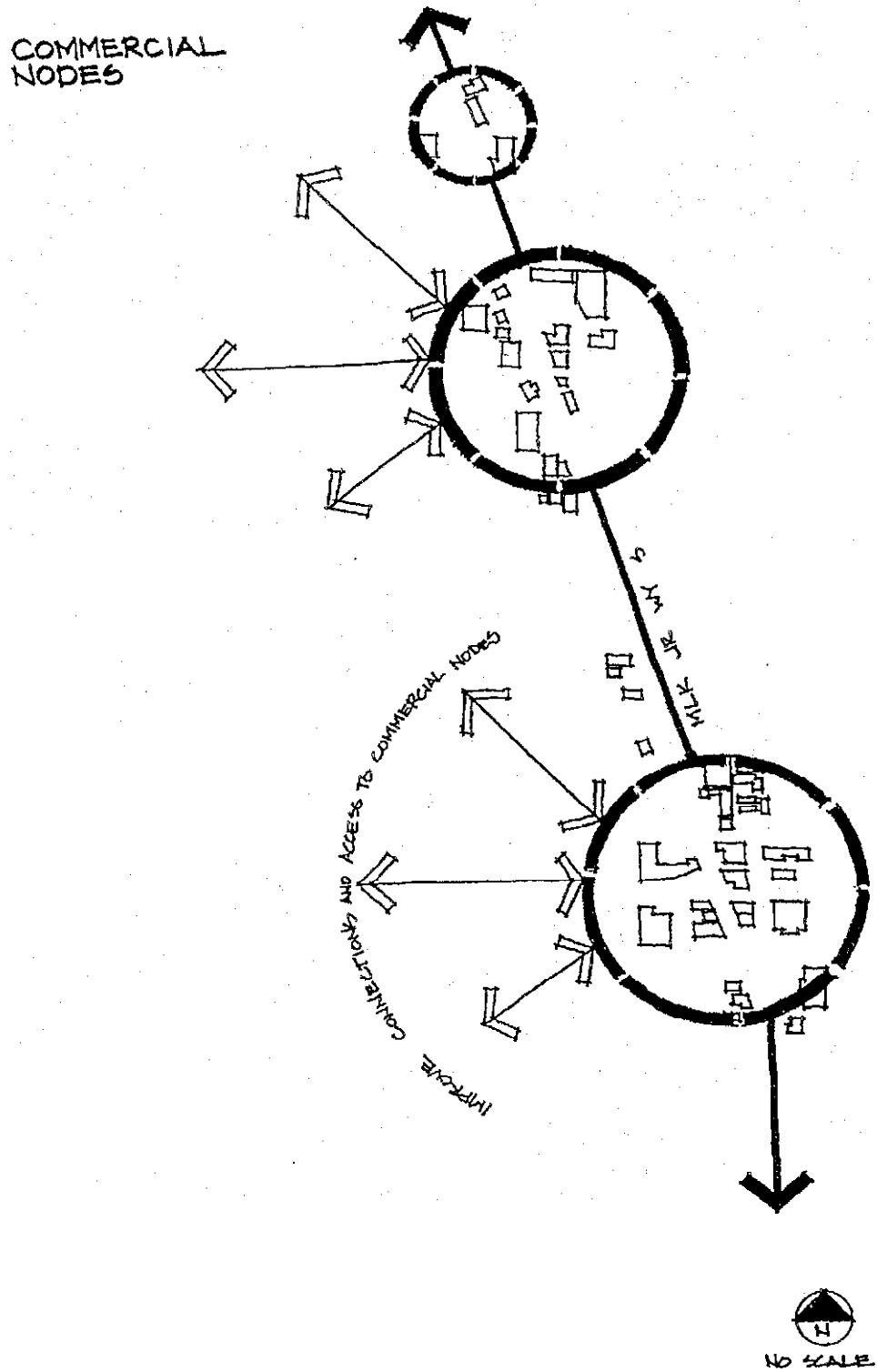


Figure III-4: Existing Commercial Land Uses and Recommended Locations for Development of Commercial Nodes

Residents recommend that business owners should be encouraged to increase the “street appeal” of their buildings by improving the physical appearance of storefronts, entrances, fences, walls and parking. As discussed above in the Mixed Use Town Center Key Integrated Strategy, property maintenance in commercial areas is a high priority to community members.

Additionally, the diversification of the business mix serving the neighborhood is a high priority of the community. In the 1970s and early 1980s, the MLK at Holly Street Neighborhood suffered the loss of major retail and commercial businesses, including basic retail, such as grocery stores. The area’s economy slowed and growth in poverty further eroded the retail and commercial base. In recent years, retailers have begun reinvesting in the area, but a high level of retail leakage persists. Commercial and industrial property in the area are currently underutilized.

Most residents indicated that they had to travel to other neighborhoods on a regular basis for shopping, dining, and entertainment. The community is willing to support local businesses that meet their needs, but because of the existing retail deficiencies, residents feel that they must shop in other areas, such as Genessee, Southcenter, and Tukwila. As discussed above in the Mixed Use Town Center Key Integrated Strategy, the deficiencies that are of greatest importance to the community are a grocery store, movie theater, bakery, bookstore, restaurants, and coffee shops.

While higher rates of unemployment, poverty, and housing assistance are concentrated in the community, the surrounding neighborhoods contain high value lakeside and view property. Revitalization of the commercial areas of the Urban Village will have to capitalize on the capture of the spending capacity of these surrounding neighborhoods. Through the development of a Light Rail Station and associated Mixed Use Town Center, this may be possible as a spin-off benefit of the development of a center for transit linkages to employment centers.

However, in order for the revitalization of commercial areas to be successful, the organizational capacity of the business community will have to be developed. Improved business networks have been documented to increase access to capital. Businesses will also need to act collectively to respond to and capture the changing demands of the residents of the community. This is particularly true as the Holly Park Redevelopment becomes home to a mix of income groups.

One of the main operating principles of the Urban Village Plan is to avoid displacement of current residents and businesses as a means of preserving the unique and fragile diversity of the community. By developing a business network prior to the initiation of the light rail station area planning process, existing business will be better equipped to participate substantively. This will provide opportunities to develop their businesses by capitalizing on the large scale public investments in the commercial area.

Many supporting strategies to alter the configuration and design of the commercial district and improve physical connections within the community are addressed in the Mixed Use Town Center Key Integrated Strategy and the Community Identity and Integration Recommendation Cluster.

2. Implementation Activities

The Commercial Area Revitalization Recommendation Cluster is comprised of three (3) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from three (3) months to greater than five (5) years.

As previously discussed, the Executive Committee of the Planning Association identified Economic Development as one of the two Key Planning Issues to be prioritized within the planning process. Consistent with this decision, the Commercial Area Revitalization Recommendation Cluster contains many high priority implementation activities.

The following sections provide a discussion of the Components and Recommended Activities of the Commercial Area Revitalization Recommendation Cluster.

a. Partnerships to Improve Commercial Districts

In order to steward this cluster of recommendations through implementation, it will be necessary to develop a series of partnerships within the community. The first step in this process is the development of the organizational capacity of business owners in the commercial district along MLK Way South. This is a high priority recommendation because it will provide leadership for the subsequent planning processes for the revitalization of the commercial areas.

The Main Street Program, administered by SEED, is designed to develop a network of business owners in a commercial district and build organizational capacity. The goal of the program is to facilitate collective action to build partnerships among business owners and between businesses and the community. This allows the community to provide input to the business owners regarding issues that prevent residents from shopping locally. By working together, business owners can better respond to the community's needs, which prevents retail leakage.

Using the Main Street Program as an organizational framework, it is further recommended that local businesses produce a directory for use by other businesses and the community. This directory should list each business, its location, what products and services it provides, the hours it is open, and any other information that may encourage residents to patronize the business.

The business directory should also be used as a tool to develop a "Shop Locally" campaign. It is recommended that an organizing committee of interested residents, businesses, and

government agencies design an outreach strategy that provides consumers with reasons to buy from local businesses and promotes the directory. In addition, the campaign should provide organized opportunities--such as Sidewalk Sales or Shop MLK Way weekends--for resident consumers to spend locally. Suppliers may also want to consider some type of discount for community-based organizations with limited budgets to spend more of their funds locally.

An additional recommendation that should be implemented under the organizational umbrella of the Main Street Program is the existing financial assistance program for facade improvements. This program is also managed by SEED and has been used successfully in other Southeast Seattle commercial districts. Facade improvements would allow local businesses to address the community's concerns regarding "street appeal" of existing storefronts and to enhance the pedestrian environment in the commercial district.

The organizational capacity that is developed through these processes should be utilized to develop a coordinated marketing strategy for the community. This strategy should include the Holly Park Redevelopment, the Planning Association, SEED, and local businesses to promote the Urban Village to prospective residents and businesses. This strategy will be essential for both future economic development and the successful marketing of mixed income housing units within the Holly Park Redevelopment.

Recommended Activity		Implementor(s)	Time Frame/ Category	Estimated Cost
C-1.	Expand SEED's Main Street program to include the MLK @ Holly Street Neighborhood.	SEED, Merchants Association, OED, Planning Association	3 months/ sANTI	\$25,000 for staff costs.
c-2.	Develop an area business directory and "shop locally" campaign.	Merchants Association, SEED, Planning Association	1 year/ SANTI	\$7,500 for staff/liaison costs.
c-3.	Expand existing programs for facade improvements for businesses on MLK Way South.	OED, SEED, Merchants Association	1 year/ SANTI	\$25,000
c-4.	Develop a coordinated marketing strategy for the Urban Village with Holly Park Merchants, Holly Park Redevelopment, and SEED,	OED, SEED, Merchants Association, SHA	2 years/ SANTI	\$7,500 for staff/liaison costs.

b. Urban Design of Commercial Districts

The community recommends that additional planning and design analysis should be performed to establish nodes of commercial activity in the commercial district along MLK Way South.

Subsequent planning processes will be implemented in the area of the intersection of MLK Way South and South Othello Street as part of the Mixed Use Town Center Key Integrated Strategy. This will establish one node at the south end of the Urban Village.

The community recommends that similar planning and design processes be implemented for the area of the intersection of MLK Way South and South Graham Street. This would establish a second node in the north end of the Urban Village.

With these nodes established, it would be possible to encourage gradual expansion of the nodes over time to infill the area between them along MLK Way South. This strategy would allow sufficient capacity for development of larger, regional retail uses between the two nodes. Additionally, the pedestrian environment could be enhanced through the use of urban design features between the two nodes as a means of linking them together.

These recommendations for longer term implementation include analysis of potential rezones or establishment of overlay zones to encourage mixed-use, pedestrian oriented land uses within this node. It maybe necessary to provide for additional densities and intensity of land uses within the node to encourage the type of development that will result in a high-activity, pedestrian friendly environment.

In order to reduce the impacts of parking lots on the pedestrian environment, it is recommended that the parking requirements and parking lot design standards of the underlying zones be evaluated as part of the zoning analysis. Potential solutions include shared parking, landscaping and screening parking lots, or locating parking behind buildings.

Additionally, a planned program of streetscape and traffic calming improvements should be developed to ensure the safety of pedestrians within the commercial node. These improvements include street trees; furniture; pedestrian scale lighting; urban design features such as pavers, pocket parks, and public art; landscaped medians; and crosswalks.

Recommended Activity		Implementor(s)	Time Frame/ Category	Estimated cost
c-5.	Evaluate potential rezones along MLK Way South to establish commercial “nodes” of activity.	Planning Association, Merchants Association, DCLU, OED, SEED	4 years/ ALTI	\$10,000
C-6.	Evaluate rezoning the area of the intersection of MLK Way South and South Graham Street to NC2/NC3 or alternative zoning designations to encourage mixed-use, pedestrian oriented development.	Planning Association, DCLU, OED, SEED, SHA	4 years/ ALTI	\$10,000 for staff/consultant costs.
c-7.	Evaluate the creation of a P2 overlay for the area of the intersection of MLK Way South and South Graham Street.	Planning Association, DCLU, OED, SEED	4 years/ ALTI	\$7,500 for staff/consultant costs.

	Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated cost
c-8.	Evaluate refinement of parking requirements and parking lot design standards for C zones on MLK Way South to mitigate aesthetic and pedestrian impacts.	Planning Association, DCLU	5 years/ ALTI	\$7,500 for staff costs.
c-9.	Plan and develop traffic calming strategies for MLK Way South and South Graham Street.	Planning Association, SEATRAN , Sound Transit	5 years/ ALTI	\$15,000
C-10.	Develop resources and implement a program to plan and install streetscape improvements in the commercial district along MLK Way South and South Graham Street to help promote pedestrian activity in the area.	Planning Association, SEATRAN , SEED , Chamber	5 years/ ALTI	\$15,000

c. Business Services

Many business owners who participated in the planning process expressed the need to expand access to credit as a means of increasing the diversity of the current retail and commercial mix in the community.

Access to financing for property rehabilitation was identified as a high priority by business owners. Property rehabilitation that improves the built environment in the commercial districts was **strongly** supported by residents. Because existing programs are *under-capitalized*, it is recommended that the City develop a below market rate loan program that would utilize tax exempt bonds to encourage commercial property rehabilitation in areas of Seattle that suffer from chronic disinvestment. This program could be modeled after similar successful programs for multi-family housing rehabilitation.

Business owners also expressed the need for additional small business loan programs for purposes of start-up, expansion and cash flow. Ideally, these loan programs are combined with technical assistance, such as *management*, planning, or marketing, to help small businesses grow. Because of the existence of several small business loan and assistance programs, including Section 108, CDBG Float Loans, and Community Capital Loans, this perceived need may be a result of a lack of awareness of these programs. Therefore, it is recommended that an outreach and education program be developed to market these programs to local business owners. This could be accomplished through the Main Street Program discussed above.

An *additional* recommendation that will require significant subsequent analysis and development is the creation of a micro-lending program for cottage industries. There are a variety of models for this program, including the Grameen Bank in Pakistan. These loans, usually less than \$500, allow the start up of cottage industries and home based businesses, with *an* emphasis on women owned businesses. Because the demographics of the community

include numerous female headed households and recent immigrants, this program may be an appropriate solution in the Urban Village.

Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated Cost
C-11. Use tax-exempt bonds to develop below market rate loan programs for commercial property rehabilitation in Southeast Seattle.	SPO, OED, SEED, WSHFC	2 years/ SANTI	\$15,000 for staff costs.
C-12. Expand small business loan programs.	OED, SEED, Lenders, Community Capital Development (CCD)	2 years/ SANTI	\$5,000 for outreach and education.
C-13. Expand technical assistance programs to small businesses.	OED, SEED, CCD	2 years/ SANTI	\$25,000 for staff costs.
c-14. Develop micro-lending program for cottage industries.	OED, SEED	5 years/ ALTI	\$50,000 for capitalization and staff costs.

D. RECOMMENDATION CLUSTER #2: AFFORDABLE HOUSING AND RESIDENTIAL STABILITY

1. Planning Background

The MLK at Holly Street Residential Urban Village has a great diversity of housing types. Nearly thirty nine percent (38.7%) of the housing units are single family detached structures. Over twelve percent (12.7%) of the housing units are single family attached structures. Duplexes account for over sixteen percent (16.5%) of the housing stock. Small apartment buildings with less than ten units comprise nearly eleven percent (10.6%) of the housing units. Finally, over eleven percent (11.47%) of the housing is located in large apartment buildings with greater than ten units.

This existing diverse mix of housing types and residential areas received strong support from the community during the planning process. The community recognizes that a mixture of housing types and tenures is essential to supporting the existing cultural diversity of the neighborhood. Without this diversity, the community would become “just another suburb,” in the words of one resident. The Holly Park Redevelopment, which proposes to mix housing types, tenures, and affordability levels, received strong support for enhancing this diversity.

However, the community expressed concern that the neighborhood exhibits a very low homeownership rate. Less than thirty percent (30%) of housing units are owner occupied. While it is important to note that this percentage is skewed by the large number of rental units in Holly Park, it documents the one of the greatest challenges to the community.

The MLK @ Holly Street neighborhood has traditionally been a transitional area. Because of the large number of rental, public housing and subsidized housing units, there is significant residential turnover. The transitional nature of the community is further characterized by the number of recent immigrants who are such an essential part of the neighborhood.

The community is not typically considered to be a residential destination, but rather a way-station, a place to live on a temporary basis until other, or permanent options can be found. The low homeownership rate is evidence of this pattern of transitional residency and associated residential disinvestment.

The challenge to the community is to increase residential investment and homeownership while preserving the affordability that allows a diverse population to make their homes in the community.

Throughout the planning process, the community recognized that there were no simple solutions to this challenge. Therefore, although housing is an extremely high priority to the community, the Affordable Housing and Residential Stability Recommendation Cluster opts for a series of interventions, rather than a single large scale solution.

It must be recognized that the Holly Park Redevelopment will accommodate over forty percent (40%) of the household growth projected for the Residential Urban Village by the Comprehensive Plan. As a result, the community did not feel it was appropriate to propose additional large scale housing development projects for the neighborhood.

Another factor that must be "acknowledged is that new construction of subsidized rental housing, with the exception of mutual housing projects and first-time homebuyer assistance, is prohibited in the Residential Urban Village, consistent with the Southeast Seattle Special Objectives Area policies, which were established by the 1997-1998 Consolidated Plan for Housing and Community Development.

Therefore, one of the priorities for the community is to develop the ability of existing residents to purchase housing in the community. Several excellent resources exist for first time home-buyer financial assistance, including Homesight, DHHS, and private lenders. Additionally, there are presently several homeownership education programs offered in the community, through Homesight, Holly Park Redevelopment, and private lenders. One of the challenges to these programs is the ability to translate financial and legal practices across "cultures and languages.

The community also expressed a strong desire to maintain and rehabilitate existing housing stock as a means of stabilizing residential areas and preserving affordability. The condition of multi-family housing was of particular concern to residents, due to the dated design and amenities of older units. Management and maintenance of multi-family developments was of great importance to the community, particularly in transitional areas between higher density and single family areas.

Seniors and elders were identified by the community as one of the segments of the neighborhood population that was most vulnerable to displacement. Ironically, many seniors own their homes, but fixed incomes do not allow them to retain their residences due to property taxes, utilities, and maintenance costs. The community views elder residents as a valuable community resource whose displacement outside the community should be prevented.

The community also recognizes the invaluable work of non-profit agencies who provide housing resources within the neighborhood. Homesight and SEED manage a variety of housing programs in the community. Both agencies should be recognized for their participation in the planning process. The community supports the work of by non-profit housing agencies to expand affordable housing opportunities in the Urban Village while remaining responsive to community input and concerns.

2. Implementation Activities

The Housing and Residential Stability Recommendation Cluster is comprised of four (4) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from three (3) months to greater than five (5) years.

As previously discussed, the Executive Committee of the Planning Association identified Housing as one of the two Key Planning Issues to be prioritized within the planning process. Consistent with this decision, the Housing and Residential Stability Recommendation Cluster contains many high priority implementation activities.

The following sections provide a discussion of the Components and Recommended Activities of the Housing and Residential Stability Recommendation Cluster.

a. Homeownership Opportunities

Several homeownership education and assistance programs are offered in the community. The community supports the expansion of these programs to expand homeownership opportunities as a means of stabilizing the fragile single family areas of the Urban Village. Many single family areas, particularly east of MLK Way South are isolated pockets surrounded by higher density multi-family and higher intensity commercial uses.

Both Homesight and DHHS offer first time homebuyer education and assistance programs that should be expanded to reach and serve a broader range of the community. These programs could potentially be funded through the Neighborhood Revitalization Strategies, since they are consistent with the Housing Strategy of the NRS.

Additionally, private lenders offer first time homebuyer education and assistance programs that are funded through the Washington State Housing Finance Commission. The

community recommends that the Planning Association identify these lenders and partner with them to market these programs to neighborhood residents.

The community recommends a longer term strategy will require the development of education programs that can negotiate cultural differences in saving habits, family structure, income sources, and legal concepts of property. Additionally, in order to access conventional financing, these differences must be incorporated into mortgage underwriting criteria.

These long term strategies are essential to provide homeownership opportunities to the culturally diverse population of the community.

Recommended Activity		Implementors	Time Frame/ Category	Estimated Cost
D-1.	Expand Homesight's first time homebuyer assistance program.	Homesight	6 months/ SANTI	\$10,000 for community education and outreach. Neighborhood Revitalization Strategies for capitalization,
D-2,	Expand DHHS'S HOME New Home Buyer Assistance Program.	DHHS	6 months/ SANTI	\$10,000 for community education and outreach. Neighborhood Revitalization Strategies for capitalization.
D-3.	Expand private homeownership/first-time homebuyer education and lending programs.	Planning Association, Lenders	6 months/ SANTI	\$5,000 for community education and outreach.
D-4.	Develop homeownership education programs that reflect the diversity of the community,	Lenders, Homesight, SHA	4 years/ ALTf	\$10,000 for staff costs,
D-5.	Modify the mortgage underwriting criteria to address the needs of a cultural diverse population.	Lenders, Fannie Mae, Freddie Mac	5 years/ ALTI	\$5,000 for staff/liaison costs.

b. Improve Existing Housing Stock

In order to improve the quality of housing stock in the Urban Village, the community recommends that existing lending programs be expanded for rehabilitation,

DHHS'S REACH program provides low interest loans for single family housing rehabilitation and weatherization. The community recommends that the Planning Association partner with DHHS to market the program in the Urban Village.

As discussed above, the “Consolidated Plan for Housing and Community Development prohibits certain types of rehabilitation loans for subsidized housing in the Rainier Valley Impact Area. Therefore, the community recommends that the Planning Association, SEED, and DHHS work in partnership to focus multi-family rehabilitation resources through the existing micro-targeting program. This program targets specific blocks within the Impact Area for concentrated revitalization. It maybe possible to combine this rehabilitation program with the recommendation regarding SEED’s Southeast Apartment Improvement Program (Recommended Activity D-13), which is discussed below.

The community supports a longer term strategy for improving housing stock in the Urban Village by modifying the multi-family design review procedures to discourage land use incompatibility and encourage defensible design. This recommendation will require additional analysis by the Planning Association and DCLU prior to implementation.

The community also recommends that potential RSL or LDT rezones be investigated for implementation within the neighborhood. These are zones within an urban village that allow for the development of smaller detached homes, such as tandem houses or cottages, that may be more affordable than other housing types in single family zones. It is recommended that the Planning Association partner with Homesight to evaluate this recommendation.

Recommended Activity	Implementors)	Time Frame/ Category	Estimated Cost
D-6. Expand lending programs for single family and multi-family housing rehabilitation.	DHHS, SEED	6 months/ SANTI	\$10,000 for staff/liaison costs,
D-7. Use tax-exempt bonds to develop below market rate loan programs for rehabilitation of single-family and multi-family properties in Southeast Seattle.	SPO, DHHS, WSHFC, SHA	2 years/ SANTI	\$25,000 for program development,
D-8. Evaluate expansion and refinement of multi-family design standards to mitigate parking, open space, and aesthetic impacts for all MF zones.	DCLU, SEED, Planning Association	5 years/ ALTI	\$7,500 for staff costs.
D-9. Evaluate rezoning limited areas of SF zoning district to RSL or LDT to encourage densification in scale with existing single family development.	Homesight, Planning Association	5 years/ ALTI	\$7,500 for staff/consultant costs.

c. Housing Opportunities for Seniors

The community support the expansion of transportation and support services for seniors in the Urban Village. This recommendation should be implemented through a partnership between the Planning Association and existing transportation and service providers. Metro is the major funder of transportation services in King County. DHHS funds volunteer transportation services for seniors to medical appointments and nutrition sites.

This recommendation may be implemented through the Senior Information & Assistance Program. This is a resource, referral and follow-up program available to seniors throughout Seattle and King County.

The community also recommends that DHHS and Homesight partner to develop a reverse mortgage program to allow seniors to live independently in their homes while on fixed incomes. The reverse mortgage provides a supplemental income stream for property maintenance, taxes, or medical expenses, which prevents displacement. "This recommendation could potentially be funded through the NRS, since it is consistent with the Housing Strategy.

The community supports the development of additional senior housing in the community, and specifically, the Senior Housing component that is proposed for Phase 2 of the Holly Park Redevelopment, provided that such housing does not exceed the existing zoning limit of L3. This proposal is for more than one hundred (100+) senior apartments, a one hundred (100) resident assisted living facility, and designated senior low-rise housing units.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
D-10. Expand existing transportation and support services for seniors.	DHHS, Metro, SHA, Planning Association	1 year/ SANTI	\$25,000 for portion of program(s) costs.
D-11. Develop a community based program to perform outreach and to provide reverse mortgages to seniors to avoid displacement.	DHHS, Homesight	2 years/ SANTI	\$15,000 for program development.
D-12. Develop additional senior housing.	SHA > DHHS	2 years/ SANTI	Development costs to be determined.

d Non-Profit Housing Development, Rehabilitation, and Management

SEED has a proven track record as a responsible and responsive developer and manager of affordable multi-family housing. SEED also administers the Southeast Apartment Improvement Program, which provides technical and managerial assistance to apartment managers within the Special Objectives Area. The community supports the expansion of this program to multi-family developments in the MLK @ Holly Street Residential Urban Village.

The community also supports SEED's proposed development of an affordable multi-family mutual housing cooperative in the neighborhood. Using the Villa Park Coop as a model, the proposed mutual housing would contain between twenty (20) and fifty (50) units. The target income group for this development is below sixty percent (60%) of median income. Although the model is adaptable to a variety of housing types, townhouses are currently proposed by SEED.

This project is made unique by the cooperative management and maintenance of the development by the residents, which builds organizational capacity and results in a higher quality residential environment. Because of this blend of components of rental and ownership tenures, this proposed development is ideal for transitional areas between multi-family and single family residential uses. Mutual housing provides stability and enhancement of these areas through quality transitional scale development with responsible management and secure tenure.

The community also supports the development of the former Columbia Greenhouse site by Homesight for affordable homeownership. This site is located at the intersection of 32nd Avenue South and South Juneau Street. Homesight proposes to develop between fifty (50) and eighty (80) units of mixed housing types, including single family detached and condominiums. The target market for this development is moderate income households earning below one hundred twenty percent (120%) of median income. This development proposal is currently in the preliminary design phase.

Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated Cost
D-13. Implement SEED's Southeast Apartment Improvement Program in the Urban Village for owners and managers of multi-family housing.	SEED, Seattle Neighborhood Group	6 months/ SANTI	\$25,000 for staff costs.
D-14. Develop a multi-family, mutual housing cooperative consistent with SEED's Villa Park model.	SEED, DCTED, DHHS	2 years/ SANTI	\$3,000,000 development costs.
D-15. Construct a single-family development for low- and moderate-income homeownership at the site of the former Columbia Nursery Greenhouse, located at the northeast corner of the intersection of 32nd Avenue South and South Juneau Street.	Homesight	3 years/ SANTI	\$5,000,000 development costs.

E. RECOMMENDATION CLUSTER #3: PLAN STEWARDSHIP

1. Planning Background

As discussed above in the Introduction Section, extensive efforts were made to perform outreach and education to increase the membership of the Planning Association and participation in the neighborhood planning process. However, due to linguistic and cultural diversity; low levels of literacy; low levels of home and business ownership, and high levels of poverty, unemployment and economic distress, participation was limited.

Therefore, because of limited participation resources, the organizational capacity of the Planning Association has not been fully realized.

Many critical decisions regarding the MLK @ 'Holly Street Residential Urban Village are the subject of ongoing planning processes. In addition to the City of Seattle's neighborhood

planning process, the area that comprises the MLK @ Holly Street Residential Urban Village has been the focus of multiple large scale planning efforts in recent years. As discussed in previous Plan Recommendations, these planning processes include the following:

- The Holly Park Redevelopment Plan by the Seattle Housing Authority, which proposes to demolish 871 public housing units and to replace these units with 1,200 units of mixed income housing for rent and home-ownership.
- Light Rail System and Station Planning by Sound Transit, which proposes to provide serve light rail service and to develop a station within the MLK @ Holly Street Neighborhood.
- Neighborhood Revitalization Strategies by the Seattle Office of Economic Development, which propose to develop and implement comprehensive economic empowerment actions within Southeast Seattle.

These planning efforts provide tremendous opportunities to help to shape the social and built environments of the MLK @ Holly Street Residential Urban. The Plan Recommendations attempt to capitalize and leverage these large scale public investments to the greatest extent possible.

However, these planning processes rue overlapping in sequence and timeframe for implementation. As a result, there is a high degree of uncertainty regarding the details of the resulting projects.

Given these conditions of uncertainty, many of the Plan Recommendations are intended to serve as placeholders for subsequent planning processes to ensure that community objectives are factored into the decision making. Much of the supporting detail and analysis to determine the feasibility and design of these recommendations will be generated with Planning Association participation during these subsequent planning processes.

Because of the central importance of subsequent planning processes *in* determining the future of this neighborhood, it is impossible to overstate the importance of community stewardship and active partnerships between the community, City Departments, agencies, and other stakeholders to the implementation of the MLK @ Holly Street Residential Urban Village Plan.

The community recognizes the need to develop the organizational capacity of the Planning Association “in order to ensure the successful implementation of the Plan Recommendations. While the Plan Recommendations for stewardship are limited in number, they are critical to the continued success of the planning effort,

2. Implementation Activities

The Plan Stewardship Recommendation Cluster is comprised of one (1) Component. This Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from concurrency with the Plan to greater than three (3) months.

The following sections provide a discussion of the Components and Recommended Activities of the Plan Stewardship Recommendation Cluster.

a. Community Stewardship Capacity

Given the limited organizational capacity discussed above, it will be necessary to greatly expand the membership and diversity of the Planning Association prior to plan adoption and implementation. Partnerships with existing neighborhood stakeholders and agencies must be established to build the organizational capacity and resources of the Planning Association.

The lessons of Phases I and II have taught the Planning Association that it is very difficult to engage the MLK @ Holly Street community to participate in a planning process. Because of the hurdles to participation described above, very few community members have the time to think pro-actively about a twenty year planning period. Most community members are primarily concerned about getting to work, raising their children, and making ends meet. As a result of extensive economic distress, this is not a community with discretionary time on its hands to attend a series of meetings.

Therefore, outreach to the community must be product oriented and operate through existing communication channels to be successful. This is the goal of the Phase II Validation Process

The Draft Residential Urban Village Plan provides the product that will allow community members to respond with their comments and ideas. It is a concrete starting point for engagement and discussion. As evidenced by the Phase I and II planning processes, the power of engaged community members is formidable,

In order to maximize the number of contacts during validation, the Planning Association will be making presentations to community stakeholders that were identified during the planning process. This is intended to engage the organizations and develop partnerships based upon their points of interest and concern. These partnerships are essential to identifying stewardship mechanisms for implementation.

However, an expanded and diversified Planning Association membership will still require additional organizational capacity. For this reason, the community strongly recommends that a project manager Position be established and funded to staff the Planning Association during the first three (3) years of implementation. This need for permanent staff is the result of the scale and time requirements of the subsequent planning processes, including meeting attendance, funding application, administration, and technical analysis.

It is recommended that the project manager report directly to the Executive Board of the Planning Association, with oversight and auditing responsibilities by the Department of Neighborhoods.

Recommended Activity		Implementor(s)	Time Frame/ Category	Estimated Cost
E-1,	Establish a representative organization to oversee plan implementation.	Planning Association, NPO, DoN, SPO	Concurrent with Plan Adoption/ SANTI	\$7,500 for staff/liaison costs.
E-2.	Fund a project manager position to staff the plan oversight organization and represent the organization in subsequent planning processes.	DoN	3 months/ SANTI	\$150,000 for 3 years of staffing.

F. RECOMMENDATION CLUSTER #4: COMMUNITY IDENTITY AND INTEGRATION

1. Planning Background

As previously discussed, the MLK @ Holly Street Neighborhood is not a “traditional” or “organic” Seattle neighborhood, like Columbia City, Georgetown, Wallingford, Ballard, or West Seattle Junction. Despite their differences, these neighborhoods share certain attributes, such as a sense of place, definable character, an identifiable core, and recognized boundaries.

MLK @ Holly Street does not share these attributes of traditional neighborhoods. It does not have an established history as a neighborhood. It was created as a Residential Urban Village by the Comprehensive Plan because it met certain land use, infrastructure and capital facility criteria-. It is actually comprised of portions of several traditional neighborhoods, including Brighton, Dunlap, and Beacon Hill, and the Seattle Housing Authority’s Holly Park Garden Community.

During the planning process, the community expressed strong desire to develop these traditional neighborhood attributes, to begin to define the character and unique identity of their community. Ideas included creating a sense of place, definable character, an identifiable core, and recognized boundaries.

But community members also recognized the fact that it is the cultural diversity of the residents and business owners of the neighborhood that makes the MLK @ Holly Street neighborhood unique.

As discussed in other sections of the Plan Recommendations, an important component of defining the community is improving the connectivity of the neighborhood to integrate residential and commercial uses. Because of topography and the City Light Power Line

Right-of-Way, east-west connections are limited within the neighborhood, as illustrated in Figure III-5.

This lack of connectivity has, until recently, been exacerbated by the curvilinear street pattern in the Holly Park Garden Community. The Holly Park Redevelopment will reconnect the internal street circulation of the development to the surrounding grid system. While this will alleviate *some* of the lack of connectivity, additional interventions will be necessary to reincorporate Holly Park into” the surrounding community.

Once established, these improved neighborhood connections and linkages should be highlighted and celebrated through urban design interventions.

Many supporting strategies to improve physical connections within the community and create community identity through urban design are addressed in the Mixed Use Town Center Key Integrated Strategy and the Commercial Area Revitalization Recommendation Cluster.

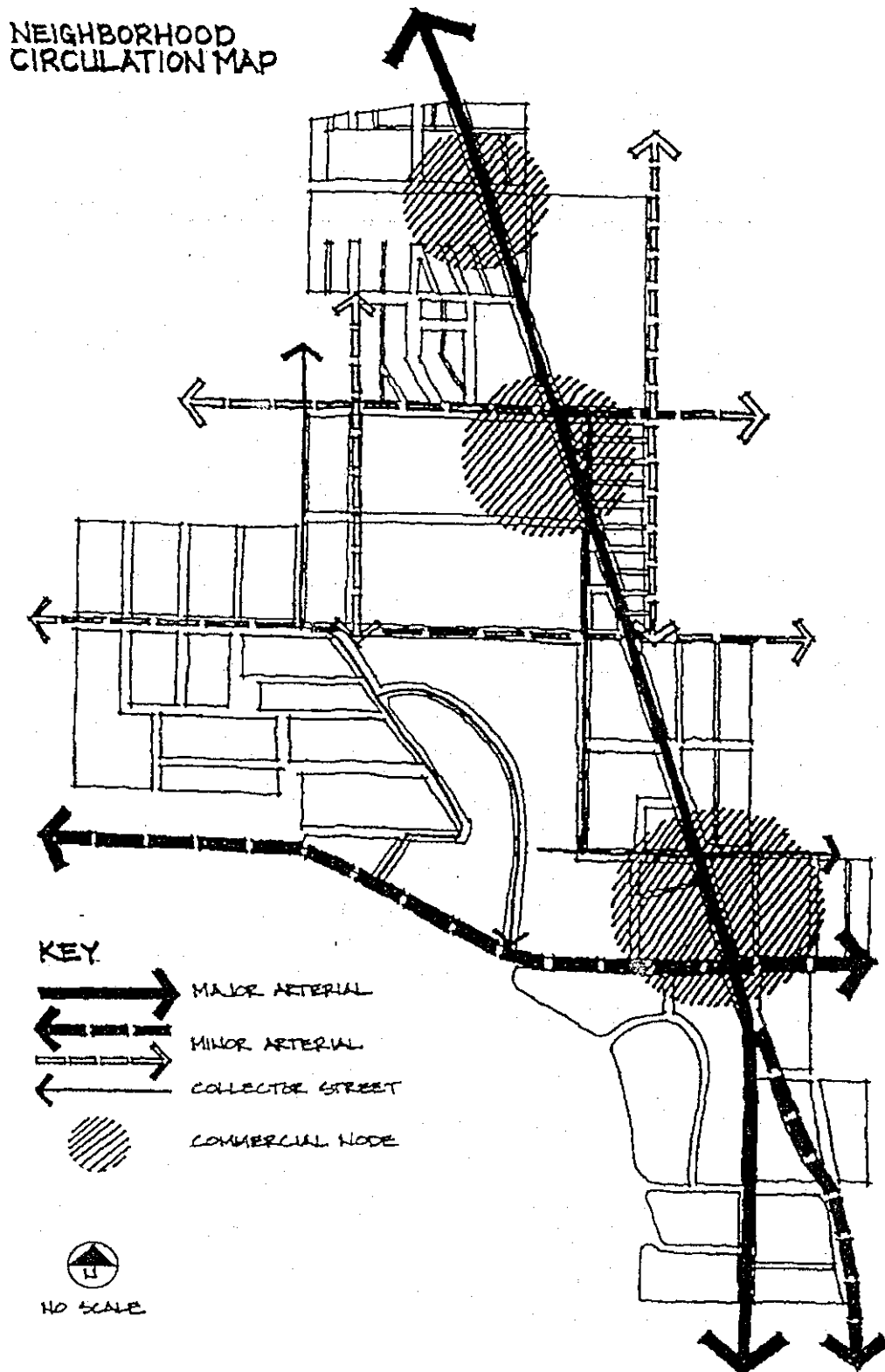


FIGURE HI-5: NEIGHBORHOOD CIRCULATION MAP

2. Implementation Activities

The Community Identity and Integration Recommendation Cluster is comprised of two (2) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from one (1) year to greater than five (5) years.

The following sections provide a discussion of the Components and Recommended Activities of the Community Identity and “Integration Recommendation Cluster.

a. Physical Connections within the Neighborhood

The community supports the proposed land trade between SHA and the Parks Department to relocate the existing 37th Avenue Park south to Othello. This relocation would make the park more observable by police, visible to the broader community, and connected *in* a “green ribbon” pedestrian connection with Van Asselt and Othello Park. Because of the complexity of the land swap and the need to identify funding options, this project is currently in the preliminary design stage.

The community also supports the integration of the Holly Park Redevelopment into the surrounding neighborhood through streetscape improvements along Othello Street to the commercial district along MLK Way South and continuing to Othello Park. Consistent with the creation of a “green ribbon” from Van Asselt to Othello Park, these streetscape improvements should include street trees,

Additional recommendations for long term implementation include the development of funding mechanisms for sidewalk development and the expansion of the existing sidewalk repair grant program. Because of the low income levels in the community, many residents do not feel that they could afford the additional assessment that an L.I.D. for sidewalk development would require. However, there was strong support for an enhanced pedestrian network throughout the community.

A potential funding sources for these long term sidewalk funding projects could be the Neighborhood Revitalization Strategies, which allow for flexible allocation of CDBG funds. Many communities utilize CDBG funds for infrastructure development. such as sidewalks, in low income neighborhoods.

Recommended Activity		Implementors)	Time Frame/ Category	Estimated Cost
F-1.	Support the proposed land swap between SHA and the Parks Department to relocate the existing 37th Avenue Park to along South Othello Street as part of the Holly Park Redevelopment.	SHA, Parks	3 years/ SANTI	Component of Holly Park Redevelopment EIS mitigation.
F-2.	Integrate Holly Park Redevelopment into the community through streetscape improvements along South Othello and Holly Streets.	SHA, SEATRAN, DCLU	4 Years / ALTI	Component of Holly Park Redevelopment EIS mitigation.
F-3.	Develop funding mechanisms for sidewalk development and maintenance.	SEATRAN	5 Years/ ALTI	\$50,000 for staff costs.
F-4.	Expand capacity of sidewalk repair grant programs.	SEATRAN	5 Years/ ALTI	\$1,000,000 capitalization costs.

b. Appearance and Identity of the Neighborhood

The community supports the installation of information kiosks to disseminate neighborhood news and to promote community events. Existing communication networks in the community are limited, and residents felt that these kiosks would allow for improved notification. The locations selected by the community were at two high traffic areas: the intersections of MLK Way South with South Othello Street and South. Graham Street.

To highlight the boundaries of the Residential Urban Village for residents and visitors, the community recommends planning and designing "Village Gateways" at key intersections. The locations identified were MLK Way South and South Orcas Street, MLK Way South and South Kenyon Street, South Myrtle Street and 32nd Avenue South, and South Othello Street and 44th Avenue South.

The design of the gateways could be coordinated with the community's recommendation for the development of a unified public art campaign. The public art should reflect the cultural diversity of the community. This recommendation should also be coordinated with the Arts Master Plan for the Holly Park Community prepared for the Seattle Arts *Commission* and the Plan Recommendation for the development of a "Street Smart Art" mural program.

The community supports a long term recommendation for the development of a "Holly Park International Festival." which could be implemented in conjunction with the opening of the Light Rail Station or the dedication of the 'Mixed Use Town Center.

			Time Frame/ Category	Estimated Cost
F-6.	Develop information kiosks in Holly Park and at intersection of MLK Way South and South Graham Street.	Planning Association, DoN	1 year/ SANTI	\$5,000
F-7,	Plan, design, and develop landscaped Urban Village gateways at MLK Way South and South Orcas Street, MLK Way South and South Kenyon Street, South Myrtle Street and 32nd Avenue South, and South Othello Street and 44th Avenue South.	Planning Association, DoN	2 years/ SANTI	\$40,000
F-8.	Plan and develop a unified public art campaign that reflects the diversity of the community.	Planning Association, Arts Council, SHA, Merchants Association	2 years/ SANTI	\$10,000 for staff costs.
F-9.	Establish a “MLK @ Holly Street International Festival” to “promote the community.	Planning Association, Merchants Association	5 Years/ ALTI	\$10,000 for staff costs.

G. RECOMMENDATION CLUSTER #5: CONNECTING PEOPLE AND SERVICES

1. Planning Background

The MLK @ Holly Street neighborhood is home to a dizzying array of social services. Because of the high levels of poverty, economic distress, low education attainment, subsidized housing, single mothers, and recent immigrants, the social safety net is spread thinly underneath a broad cross-section of the community.

Because of the cultural and linguistic diversity in the community, social service delivery is fractured into many small programs with limited client base. While, at initial glance, this situation may seem to present an opportunity to achieve economies of scale by consolidating programs, this is not the case.

Importantly, the community did identify one *common* denominator for the provision of social services to a great majority of neighborhood residents--the public school system.

However, MLK @ Holly Street is clearly not a one-size-fits-all community. The diversity of the social service delivery system is a response to the diversity of the resident population. This is exacerbated by the fact that this community has been a transitional residence for many years, with a regular turnover of recent immigrants replacing households who have moved to other areas of the region.

In this context, consolidation of services is not a viable option. However, coordination of services is possible through the use of referral networks.

2. Implementation Activities

The Connecting People and Services Recommendation Cluster is comprised of two (2) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from six (6) months to greater than five (5) years.

The following sections provide a discussion of the Components and Recommended Activities of the Connecting People and Services Recommendation Cluster.

a. Schools as Centers of the Community

Powerful Schools is an award winning coalition of public schools and community organizations in urban Seattle. Powerful Schools is a non-profit organization committed to creating world-class schools and strengthening the local community. Participating member organizations include Hawthorne Elementary, Whitworth Elementary, John Muir Elementary, ORCA at Columbia Elementary, Mt. Baker Community Club, and Columbia City Neighborhood Association.

The three major goals of the Powerful Schools program are to improve academic performance, strengthen the community, and replicate the successes of the program elsewhere. A variety of programs are offered, including parent involvement programs, after-school community school programs, teacher training, and student mentoring.

The community strongly supports the expansion of the Powerful Schools program to all schools that serve the neighborhood, including Dunlap, Brighton, Dearborn Park, Vim Asselt, and Wing Luke.

The community also recommends a long term strategy to partner with the Seattle School District to establish a formal policy and procedure for use of school facilities by community groups. Community members feel that the investment made in school facilities is not fully realized when these facilities are vacant during evening hours.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
G-1. Expand the Powerful Schools program to all 'neighborhood schools, including Dunlap, Brighton, Dearborn Park, Van Asselt, and Wing Luke.	Powerful Schools, SSD, DoN, Planning Association	6 months/ SANTI	\$50,000
G-2. Expand availability of public school facilities for use by community organizations.	Planning Association, SSD	4 Years/ ALTI	\$5,000 for staff/liaison costs,

b. Coordinated Community Services

The community recommends that the Holly Park Campus of Learners and Family Center include programming to meet the needs of the entire community. Residents would like to take advantage of the facility and the programs that are offered, particularly job training, computer literacy, and community college programs. There is also a lack of public meeting space for community groups in the neighborhood, which could potentially be partially alleviated through the use of the Campus of Learners facility.

A partnership with DHHS to inventory existing social service programs is also recommended for the Urban Village. This inventory would be used to identify gaps in the service delivery system, to develop a resource guide for the community, and establish a referral system between providers.

Based upon the success of the social service inventory, the community recommends a long term strategy to inventory job training and placement services in the same manner through a partnership with OED and DHHS. With the development of the light rail system, neighborhood residents will have personal mobility to access other employment centers, which may significantly expand the opportunities for job training and placement. The inventory and referral system should be coordinated with schedule for the development of the light rail system.

As discussed above, there is a shortage of community facilities within the neighborhood, which results in competition between groups for existing space. In order to address this issue, the community recommends along term strategy to conduct an inventory and develop a coordinated scheduling process that is based on a first-come, first-served protocol.

Recommended Activity	Implementors)	Time Frame/ Category	Estimated Cost
G-3. Support the Holly Park Campus of Learners and Family Center to meet the needs of the entire community.	SHA, Planning Association	6 months/ SANTI	\$250.000
G-4. Inventory existing social service programs in community and develop resource guide and referral system.	Planning Association, DHHS, DSHS	1 year/ SANTI	\$50.000
G-5. Inventory existing job training and placement services provided in community and develop a coordinated referral system.	Planning Association, OED, DHHS	5 Years/ ALTI	\$50,000
G-6. Inventory existing community facilities and develop coordinated scheduling process.	Planning Association, Parks	5 Years/ ALTI	\$7,500